



Strategic Plan for Communications

City of Gahanna
Winter 2003

Created & Implemented by the Gahanna Com-Team:

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Gahanna's Communication Team

Com-Team is composed of representatives from several of the major departments in our city administration.

This interdepartmental approach allows the team to draw on various different resources and viewpoints.

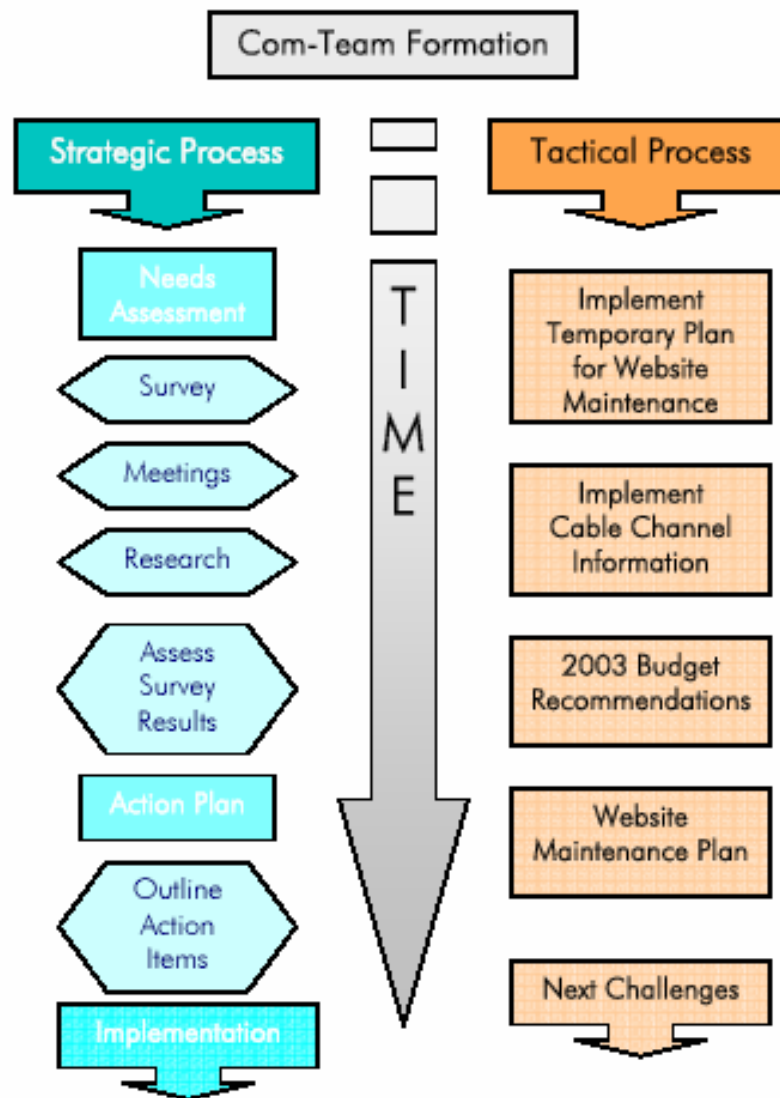
Its mission is to coordinate, focus, and improve communications internally across City Departments and externally to Gahanna citizens while emphasizing improved efficiency and service to the public.

Three main goals:

1. Assess the communication patterns and needs of Gahanna government
2. Prepare and implement a Strategic Plan to improve communications
3. Complete Tactical Projects in response to immediate communication needs



Strategic vs. Tactical





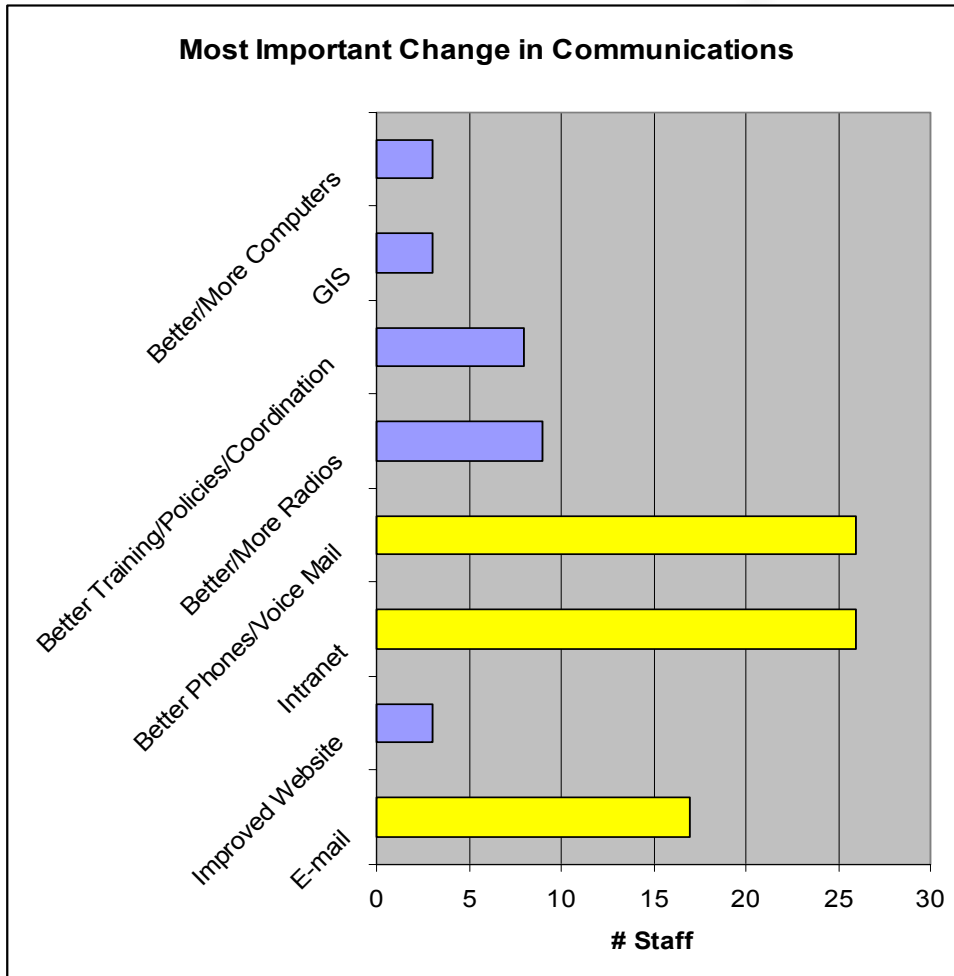
Assessing Communication Needs

The Team assessed the City's current communication patterns and discovered areas of improvement in three ways:

1. **Background Research** – Looked at other model cities across the country for suggestions on communications improvements.
2. **Com-Team Discussions** – Regular meetings of the team provided an environment to discuss current internal communications challenges between departments and external challenges with the public.
3. **Needs Assessment Survey** – Conducted an in-depth survey of over 80% of City employees to assess current patterns, urgent necessary tactical changes, and desired strategic improvements in the future.



Needs Assessment



Major areas of concern:

Need for a common database

- Property Information
- Contact Information
- Permit Information
- City Code Changes

Media Policy

- Clear guidelines
- Better communication w/ public

Inefficient use of technology

- More training
- Better implementation



Tactical Projects

During the needs assessment project, several communications issues needed to be addressed immediately as tactical projects.

The major tactical projects include:

- Temporary and medium-term plans for website maintenance & review
- Plans for media contact and public information
- Implementing a cable channel information page
- 2003 Budget Recommendations
- Long-term website planning
- Emergency Communications Plan



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Internal Communications

- **E-mail** – Better access to and effective utilization of e-mail as a tool.
- **Intranet** – Development of a central network system to reduce overlap, miscommunication, and unnecessary paperwork.
- **Phones** - Update of the phone system to take advantage of new technology to serve callers.
- **Written Communications** – Better organization of the distribution of written communications.
- **Emergency Communications** - Creation of an efficient, consistent, accessible crisis plan for City staff in the workplace.



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External Communications

Website – Further development, expansion, and reinforcement of our site as a 24-7 resource for citizens, businesses, and media.

Public Information – New strategy for effective, efficient public communication.

Emergency Communications - Creation of an efficient, consistent, accessible crisis plan to communicate with the public and the media.

Publications & Info Updates – Interconnection of department efforts in more effective public information pieces.

Cable Channel – Utilization of the access cable channel for City information.



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High Priority Items

1. Creating a strategy for Media Contact & Public Info
2. Establishment of a Basic Intranet System
3. Website
 - Updates/Expansion of the current website
 - Adding E-Commerce abilities
4. New Employee Training
 - Outlook training session
 - Intranet training session
 - Emergency/Crisis Planning session